



ILRI

International Livestock Research Institute

Strategy and plan of
action to mainstream
gender in ILRI

Strategy and plan of action to mainstream gender in ILRI




March, 2012

ILRI works with partners worldwide to help poor people keep their farm animals alive and productive, increase and sustain their livestock and farm productivity, and find profitable markets for their animal products. ILRI's headquarters are in Nairobi, Kenya; we have a principal campus in Addis Ababa, Ethiopia, and 14 offices in other regions of Africa and Asia. ILRI is part of the Consultative Group on International Agricultural Research (www.cgiar.org), which works to reduce hunger, poverty and environmental degradation in developing countries by generating and sharing relevant agricultural knowledge, technologies and policies.

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Foreword

The strategy and action plan to mainstream gender in ILRI, 2012–2015 embodies ILRI’s strong commitment to our efforts to promote gender equality and women’s empowerment. It is designed to complement and reinforce ILRI’s new strategic plan 2012–2022, by defining in more detail how attention to gender equality and women’s empowerment will strengthen action in all our areas of work and in the way we organize as an institute to deliver on our mandate.

Gender mainstreaming has been the primary methodology for integrating a gender approach into any development effort. Gender mainstreaming is intended to bring the diverse roles and needs of women and men to bear on the development agenda. It is widely recognized that integrating gender perspectives into policies and programs is important to the achievement of all Millennium Development Goals not merely goal 3 on women’s empowerment and gender equality. Recent evidence documented in the State of Food and Agriculture, 2011 and in the World Development Report, 2012, suggests tremendous potential gains in agricultural productivity, poverty reduction and reduction in hunger from addressing gender inequalities in access to productive resources. As ILRI, and in collaboration with our partners, we are in a position to play a role in reducing these inequalities and using livestock as a pathway out of poverty for millions of men and women around the world.

On behalf of my colleagues at ILRI, I would like to take this opportunity to thank the gender task force at ILRI that oversaw the elaboration of this strategy, ensuring that it remains relevant for men and women in the different regions around the world and for the different technical and institutional areas within which ILRI works.

We now all need to work together to translate this commitment into actions that make a difference on the ground.

A handwritten signature in black ink, appearing to read 'J. M. Smith', with a long, sweeping horizontal line underneath.

Jimmy Smith
Director General

Acknowledgements

The development of this strategy was led by Jemimah Njuki, Team Leader, Poverty, Gender and Impact. The strategy benefited from extensive inputs by the ILRI gender task force. The following members of the task force contributed to the development and the review of the initial drafts of the strategy: Isabelle Baltenweck, Delia Grace, Alexandra Jorge, Amos Omore, Susan MacMillan, Margaret McDonald-Levy, Purvi Mehta-Bhatt, Elizabeth Waithanji and Ranjitha Puskur. The strategy has also benefited from inputs from the management committee in discussions during management committee meetings. Extensive comments were specifically provided by John McDermott (now at IFPRI), Shirley Tarawali, Thomas Randolph and Steve Staal. The strategy was circulated to all ILRI staff, who, over a period of two weeks provided comments both on the content and the process for implementation.

I would also like to extend thanks to Juliet Kariuki of the Poverty, Gender and Impact team for managing and collating inputs from staff and Evelyn Katingi of the Knowledge Management and Information Services unit for support in publicizing the strategy document.

I hope that this strategy will be instrumental in guiding ILRI in mainstreaming gender in its research and operations.



Jemimah Njuki
Team leader, Poverty, Gender and Impact

'Mainstreaming a gender perspective is the process of assessing the implications for women and men of any planned action, including legislation, policies or programs, in any area and at all levels. It is a strategy for making the concerns and experiences of women as well as of men an integral part of the design, implementation, monitoring and evaluation of policies and programs in all political, economic and societal spheres, so that women and men benefit equally, and inequality is not perpetuated. The ultimate goal of mainstreaming is to achieve gender equality.' United Nations Economic and Social Council's agreed conclusions 1997/2.

1 Executive summary

Gender equality is a core development objective in its own right. It is also smart economics. Greater gender equality can enhance productivity, improve development outcomes for the next generation, and make institutions more representative (WDR 2012). Nothing illustrates this fact better than the recent report on the state of food and agriculture that closing the gender gap in agriculture would generate potential gains not only for the agriculture sector but for the society as well (FAO 2011). A focus on gender can increase the productivity of agriculture and livestock systems, and improve food security and nutrition. Increasing access to productive resources by women to be at par with those of men would increase farm yields by 20–30%. This in turn would raise agricultural output in developing countries by 2.5–4%, reducing the number of hungry people by 12–17% (FAO 2011). Improvements in women's status and increases in resources controlled by women are associated with increased allocations toward education and improving child health and nutrition (Hallman 2000; Quisumbing and Maluccio 2000). There have been innovative measures to increase women's resources including credit programs targeted to women, interventions to increase women's access to markets, and others that aim to enhance women's income-generating and decision-making ability. These, however, need to be applied more systematically in order to have impacts on millions of smallholder farmers globally.

Livestock play a critical role in farming systems, nutrition, incomes, and as a ladder for asset accumulation (Kristjanson et al. 2010). Both men and women are involved in the livestock sector. They are involved in different ways, and face different constraints. Livestock is an important asset for men, women and for households, a source of income and household nutrition.

This strategy and action plan defines the role that ILRI will play in stimulating and facilitating efforts, both in-house and with partners at the national, regional and global levels, to overcome constraints and take advantage of opportunities to promote gender equality and equity within the livestock subsector and the agriculture sector in general. The strategy and action plan has three main objectives and four main components as shown below.

For the strategy to work there must be commitment by all ILRI staff at all levels and enough capacity and resources to implement the strategy. ILRI will continually monitor and evaluate the implementation process and outcomes and to conduct an audit to review progress every two years.

Objectives of the ILRI gender strategy

1. To promote equality of opportunity and outcomes between women and men in the livestock sub-sector at local, national, regional, and global levels.
2. To increase the quality, efficiency and impacts of ILRI's work in livestock development
3. To ensure that human equality, equity and rights are respected across gender, that there is good gender representation in ILRI staffing, decision-making positions and there is active and balanced participation by both women and men in ILRI's work



Four areas of focus

Systematically integrating gender in projects, programs and activities undertaken by ILRI and partners

Generating and disseminating new evidence on gender and livestock to inform policy and practice

Mainstreaming gender into ILRI's work and

Engaging partners in gender and livestock research and development

2 Background

2.1 Introduction

The mandate of ILRI is to use livestock as a pathway out of poverty for smallholder farmers in Africa and Asia. ILRI does this through securing livestock assets, improving livestock productivity and enhancing market participation and benefits from markets. ILRI has in the past had several initiatives on gender and diversity. In 2009, ILRI brought together major livestock players for a global challenge dialogue on women and livestock that proposed: the production of a landmark document providing evidence of the feminization of livestock sector throughout the world; a plan for revitalizing a global women and livestock alliance; a review of strategies used by research and development organizations to reach women; and plans for scaling out those that have been successful in reaching women with livestock interventions. In 2010, ILRI scientists from across the institute came together to develop a common set of gender, livestock and livelihood indicators that would help the organization to measure what impacts projects and other livestock interventions have on poverty, gender and equity. Various projects and programs at ILRI have also integrated gender in various ways. These efforts have, however, not often been holistic or coordinated thereby hampering the potential impact that the institute could have on gender and equity.

With the development of the CGIAR Research Programs (CRPs) and ILRI's role in CRP 3.7 (More Meat, Milk and Fish for the Poor by the Poor), CRP 4 (Agriculture for Nutrition and Health) as well as other CRPs, the expertise and gender resources in the centre need to be consolidated to more effectively, and efficiently engage different stakeholders and ensure that both men and women and other groups not only participate in but benefit from these research programs. For this to happen, however, ILRI needs the right human resources, approaches and tools as well as a strategy that guides the design and implementation process. It will require commitment by all, from the board, the management and all staff as well as linkages with other partners, including other CGIAR centres, national research organizations, regional organizations, universities, government departments, profit and not for profit organizations and donors who are working towards the same goals of gender equitable growth and poverty reduction.

Mainstreaming gender will enable ILRI to have a systematic approach to promoting gender equality/equity at institutional and research level. Mainstreaming by definition involves integrating a gender perspective and gender analysis into *all* stages of designing, implementing and evaluating projects, policies and programs.

2.2 Objectives of the gender strategy and plan of action

This strategy and action plan defines the role that ILRI will play in stimulating and facilitating efforts, both in-house and with partners at the national, regional and global levels, to overcome constraints and take advantage of opportunities to promote gender equality and equity within the livestock subsector and the agriculture sector in general. It is a reflection of the increasing awareness that gender equality and equity are important prerequisites for agricultural growth and sustainable development.

The strategy and action plan has three main objectives:

1. To promote equality of opportunity and outcomes between women and men in the livestock subsector at local, national, regional, and global levels,
2. To increase the quality, efficiency and impacts of ILRI's work in livestock development, and
3. To ensure that human equality, equity and rights are respected across gender, that there is good gender representation in ILRI staffing, decision-making positions and there is active and balanced participation by both women and men in ILRI's work.

This strategy and action plan provides the rationale, framework and tools for integrating gender in livestock research and development as well as in ILRI as an organization for the period 2012–2016.



Photo credit: ILRI/Susan MacMillan

3 Rationale for gender mainstreaming

3.1 Mainstreaming gender in agriculture: A business case

Gender equality is a core development objective in its own right. It is also smart economics. Greater gender equality can enhance productivity, improve development outcomes for the next generation, and make institutions more representative (WDR 2012). Nothing illustrates this fact better than the recent report on the state of food and agriculture that closing the gender gap in agriculture would generate potential gains not only for the agriculture sector but for the society as well (FAO 2011).

Gender disparities in access to and use of productive resources: There are consistent gender disparities in access to and benefits from technologies, services and inputs across developing countries. Gender related constraints reflect gender inequalities in access to resources and development opportunities. Although class, poverty, ethnicity and physical location may influence these inequalities, the gender factor tends to make them more severe (Kabeer 2003). Despite the significant roles women play in agriculture and food security they continue to have a poorer command over a range of productive resources and services than men (World Bank 2001; FAO 2011). So, while 40–60% of farmers in SSA are women, they control less land (women constitute less than 20% of all land holders), and are less likely to use purchased inputs such as fertilizers, improved seeds, mechanical tools and equipment.

Participation in and benefits from markets: Female membership in agricultural marketing cooperatives is generally low, and yet women play a major role in the agriculture sector. Women also lack important information on prices for marketing systems which is often provided by extension agents. Poor female farmers tend to occupy particular niches in the marketing systems. Typically, women are concentrated in small-scale, retail trading, with fewer women involved in trading high up the market hierarchy, for example as wholesalers. Women tend to trade specific commodities such as fresh and highly perishable produce. More generally agricultural product markets in Africa are gendered because of the gendered access to transport, with the consequence of women traders being concentrated in local markets, and men trading in more formal domestic, regional and international markets. Men have better access to information on prices and marketing systems through their intensive marketing networks (Baden 1998).

Men and women are impacted differently by technologies and other interventions: Many agricultural projects still fail to consider the basic questions of differences in the resources, status of men and women, their roles and responsibilities and the potential impacts of interventions on these. Often there is an assumption that as long as there are improved technologies or interventions, they will benefit men and women equally when in fact they may not. Men and women are also impacted differently by and have a role to play in managing emerging threats such as climate change, HIV/AIDs epidemic, increasing commercialization of resources, and others. Research activities in these themes must take these differential impacts into consideration to ensure that proposed solutions contribute to the current and future improvements in various development outcomes.

A focus on gender can increase the productivity of agriculture and livestock systems, and improve food security and nutrition: Increasing access to productive resources by women to be at par with those of men would increase farm yields by 20–30%. This in turn would raise agricultural output in developing countries by 2.5–4%, reducing the number of hungry people by 12–17%. Going by the number of hungry people in 2010, such gains in productivity could reduce the number of hungry people by between 100–150 million (FAO 2011). Improvements in women's status and increases in resources controlled by women are associated with increased allocations toward education and improving child health and nutrition (Hallman 2000; Quisumbing and Maluccio 2000). There have been innovative measures to increase women's resources including credit programs targeted to women, interventions to increase women's access to markets, and others that aim to enhance women's income-generating and decision-making ability. These interventions in turn lead to improvements in a range of other development outcomes such as improving child health and nutrition, as well as increasing women's status and eliminating gender differences in asset accumulation. For example evidence suggests that women spend up to 90% of their incomes on their families while men only spend 30–40% of their incomes on their families (FAO 2011). A large number of studies have linked women's income and greater bargaining power within the family to improved child nutrition status, health outcomes and educational attainment (Garcia 1991; Thomas 1997; Smith et al. 2003).

Findings from the International Food Policy Research Institute's (IFPRI) Gender and Intra-household Research Program have shown the importance of the explicit focus on gender in promoting household poverty reduction.

Intra-household dynamics matter as households do not act as one when making decisions: Quisumbing and Maluccio (2000) found that targeting development interventions to more than one person within a household can potentially decrease the effectiveness of development interventions. They show that allocation decisions within a household are not always based on consensus and can undermine women's access to critical resources. Quisumbing and Maluccio (2003) have found that inequality in resource distribution between men and women has both economic and social consequences. This distribution is determined by the 'bargaining power' within a household.

Ensuring that both men and women are heard in research and policy processes through meaningful representation in decision making and policy bodies, in management positions, in research and development is an important component of reducing gender inequalities.

Promoting women's organizations and building women's social capital can be an effective tool for women's empowerment. It can be an effective way to improve information exchange and resource distribution, increasing access to resources such as credit, improving women's bargaining power in marketing and managing of their income. Working in groups can help women retain control of income generated from their enterprises. Such organizations can achieve scale as demonstrated by the Self Employed Women's Association (SEWA) in India.

The participation of men and women in agriculture research and development: There is evidence that group diversity leads to better decision outcomes, better performance, creativity and innovation and this has been shown in a variety of settings, occupations, and organizations (Pelled et al. 1999; Hamilton et al. 2003). Diversity is beneficial because a variety of opinions, backgrounds, and thinking styles and their integration into the solution are what contributes to better decision outcomes. From a gender perspective, research has found a correlation between presence of women in higher management and performance of the organization and having gender diversity in teams has been found to double performance (Mannix and Neale 2005). Women, however, face different constraints in the work place that limit them from moving into positions of decision-making. Organizational practices and prejudices, including hiring and incentive systems can often work against women. A survey on female participation in African agricultural research and higher education done in 2007/08 found women are still underrepresented in (agricultural) Science and Technology (S&T) systems

in most countries. The study found that the female share of the research work force was about 23% with only 14% being in management positions. Women are less represented in the high level research management and decision-making positions compared with their male counterparts. Women's participation declines as they progress along the career path (Beintema and di Marcantonio 2009).

3.2 Gender and livestock: An opportunity not to be missed

Livestock play a critical role in farming systems, nutrition, incomes, and as a ladder for asset accumulation (Kristjanson et al. 2010). Both men and women are involved in the livestock sector. They are involved in different ways, and face different constraints. An estimated two-thirds of poor livestock keepers are women (Thornton et al. 2002). They have important roles in managing dairy cattle, poultry and other small ruminants often being involved in feeding, watering and milking animals reared close to home such as in intensive and mixed systems and in processing and marketing of livestock products.

Livestock as an asset: Livestock is an important asset for households and for women. Research and experience indicates clearly that livestock offer a fundamental way in which poor people in rural areas, particularly women, accumulate assets that allow them to climb out of poverty. There are gender disparities in livestock ownership which vary by regional and production system. For example, there is evidence from some regions that women are more likely to own small stock than cattle; however, the type of species owned by men and women may be dynamic.

Where women own livestock, it constitutes an important component of their asset portfolio, being one asset that they can easily own and that is not bound by most of the legal and property rights issues that bind other assets such as land. For example, recent studies in Kenya, Tanzania and Mozambique have found that in certain livestock production systems, livestock contribute to 31.8% of women's asset portfolio in Kenya, 30.4% in Tanzania and 73.8% in Mozambique (Njuki et al. 2011). Livestock therefore has a huge potential to reduce gender asset disparities commonly found in households in most developing countries. Often in cases where women do not own livestock, they are often responsible for them, and this has implications for interventions and technologies in livestock production and management.

Livestock, markets and value chains: The role of women in small-scale livestock production especially for subsistence is well documented. Much less is known about women's engagement in commercial livestock chains especially beyond the household. The demand for livestock products is increasing and expected to continue to increase. Mixed and even pastoral systems will need to respond to these changes in demand and become more commercially oriented if smallholders are to benefit. This has implications for the engagement of women and the benefits they get from these livestock value chains mainly because of the differences in roles, responsibilities and resources that will be required for different scales of production and the different points of the value chains from farm to beyond the farm. There is evidence that if gender considerations are not included in livestock marketing projects and livestock production scales up, the control over decisions and income and sometimes the entire enterprise may often shift to men while women continue to provide the labour. Beyond the farm, women are more often engaged in slaughtering, processing and retailing of livestock and livestock products but often in mainly low or semi-skilled positions. There are, however, tremendous opportunities in value chains for both men and women.

Gendered value chain analysis that identifies these opportunities, both within the farm and beyond is necessary to guide interventions that ensure both men and women benefit from the value chains. Supporting women in their roles as livestock owners, livestock product processors, and livestock product consumers, while

strengthening their decision-making power and capabilities, constitute key aspects of promoting women's economic and social empowerment, which leads to enabling them to break out of poverty.

Livestock, food security and nutrition: At the household level, livestock and livestock products can provide a regular supply of nutrient-rich foods to families who are often deficient in micronutrients, such as Vitamin A and iron, which help to prevent anaemia, stunting, blindness, illness, and even death. Consumption of even small amounts of milk can have dramatic improvements on the nutritional status of poor people and is especially important for children as well as nursing and expectant mothers. In addition, livestock and their products can generate income, enhance social status, improve crop production through manure and animal traction and serve as financial capital and assets, which may either directly or indirectly improve nutrition. Conversely, livestock interventions can hinder human health and nutrition. The allocation of land and labour to livestock systems can in some situations reduce the production, consumption, and sale of other foods. Moreover, alterations in livestock systems may potentially increase the risk of individual and household exposure to zoonotic disease, from direct contact with cattle while performing dairy activities and ingestion of milk products, and indirectly from other diseases. Due to the role of women in livestock management, they are often more exposed to these risks than men. Workloads associated with livestock production may require that women spend less time on the care and feeding of young children, which could adversely affect children's nutritional status (Leroy and Frongillo 2007).

Box 1: Some gender concepts and definitions

Gender refers to the socially constructed roles and status of women and men, girls and boys. It is a set of culturally specific characteristics defining the social behaviour of women and men, and the relationship between them. Gender roles, status and relations vary according to place (countries, regions, and villages), groups (class, ethnic, religious, and caste), generations and stages of the lifecycle of individuals. Gender is, thus, not about women but about the relationship between women and men.

Gender equality entails the concept that all human beings, both men and women, are free to develop their personal abilities and make choices without the limitations set by stereotypes, rigid gender roles, or prejudices. Gender equality means that the different behaviours, aspirations and needs of women and men are considered, valued and favoured equally. It does not mean that women and men have to become the same, but that their rights, responsibilities and opportunities will not depend on whether they are born male or female.

Gender equity means fairness of treatment for women and men, according to their respective needs. This may include equal treatment or treatment that is different but considered equivalent in terms of rights, benefits, obligations and opportunities. In the development context, a gender equity goal often requires built-in measures to compensate for the historical and social disadvantages of women.

Gender analysis is a tool/set of tools to assist in strengthening development planning, implementation, monitoring and evaluation, and to make programs and projects more efficient and relevant. Gender analysis should go beyond cataloguing differences to identifying inequalities and assessing relationships between women and men. Gender analysis helps us to frame questions about women's and men's roles and relations in order to avoid making assumptions about who does what, when and why. The aim of such analysis is to formulate development interventions that are better targeted to meet both women's and men's needs and constraints.

Empowerment implies people—both women and men—taking control over their lives by setting their own agendas, gaining skills (or having their own skills and knowledge recognized), increasing their self-confidence, solving problems, and developing self-reliance. It is both a process and an outcome. Empowerment implies an expansion in women's ability to make strategic life choices in a context where this ability was previously denied to them.

Gender mainstreaming is a strategy for making women's, as well as men's, concerns and experiences an integral dimension in the design, implementation, monitoring and evaluation of policies and programs in all political, economic and social spheres so that women and men benefit equally and inequality is not perpetuated. The ultimate goal is to achieve gender equality.

Gender-neutral approaches do not account for the differences between women and men and do not consider how women and men may be marginalized and harmed or may not benefit from research, programs and policy.

Gender aware (or responsive) approaches are designed to meet both women's and men's needs. These approaches ensure that both women and men will benefit, and neither will be harmed by research, programs and policy, such as, for example, by exacerbating their work burdens.

Gender transformative approaches actively strive to examine, question, and change rigid gender norms and the imbalance of power as a means of achieving development goals as well as meeting gender equity objectives. These research, programmatic and policy approaches challenge the distribution of resources and allocation of duties between men and women.



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4 Key areas to mainstream gender in ILRI

Overall, a four pronged approach to promoting gender-responsive change in ILRI is envisaged. This entails:

1. Systematically integrating gender in projects, programs and activities undertaken by ILRI and partners,
2. Generating and disseminating new evidence on gender and livestock to inform policy and practice,
3. Engaging partners in gender and livestock research and development, and
4. Mainstreaming gender into ILRI's work and organizational culture.

For this approach to work, it will require operating robust systems of accountability for gender equality results, supported by strong knowledge management and communications mechanisms, building capacity and the human resource management approaches needed to ensure substantive results in each of ILRI's programs and projects. It also requires re-shaping the culture of the organization by tackling attitudes, beliefs and behaviours towards gender as well as developing vigorous resource mobilization for gender research.

Each of these key areas is described below.

4.1 Integrating gender in projects and programs

Integrating gender into projects, programs and activities should use the project cycle to ensure that gender is integrated in all key aspects of the project. Gender aspects should be an integral part of the problem analysis, project goals and objectives. It should be systematically and practically included in the operational plan by translating it into concrete activities and relevant indicators. Apart from activity oriented indicators, which show that a certain activity has taken place, performance indicators should be well defined in line with the objectives and expected results or outputs. Proper monitoring to changes in gender relations within and among households should be worked out in all planning stages.

The project cycle is an appropriate tool for integrating gender as it ensures that the problem analysis is thorough, stakeholders are clearly identified and monitored, objectives are relevant to the problems and are clearly stated, outputs and objectives are logical and measurable, beneficiaries' strengths and weaknesses have been identified, assumptions are taken into account, monitoring concentrates on verifiable targets and outputs, evaluations identify 'lessons learnt' and integrates them into the cycle for similar succeeding projects, and sustainability is defined, not essentially by 'organizational continuity', but primarily by the continuous 'flow of benefits'. Integrating gender in this systematic process ensures gender is integrated at every stage of these processes.

An analytical framework for achieving an optimal level of gender integration into ILRI's programs and projects throughout the project cycle that all projects in ILRI or that ILRI is implementing with the partners should consider for integrating gender. Projects that do not integrate gender should provide a justification of why gender is not relevant.

Integrating gender in the project cycle

There are seven areas where gender should be integrated within programs, projects or activities.

Problem and context analysis

The problem statement, introduction and justification should present convincing and clear evidence-based arguments for addressing gender in the project. Projects should identify men's and women's needs, constraints, opportunities, preferences for technologies, with regard to the issue of focus, from literature review, expert opinions, pre-project consultations and other sources of data. Where demographic data are used in the problem statement to characterize the target population, these should be disaggregated by age and sex (not only sex of head of household but men and women farmers). In analysing the context in which the project will be implemented, the gender relations and inequalities that exist should be identified and documented. These may include constraints in access to resources and assets, information, and labour. Women, however, play important roles in livestock production, environmental management and other sectors and this should be highlighted as opportunities to increase their access to resources, capacities and information to enable them play these roles more effectively. Identifying what the issues are is a pre-requisite for integrating gender in a practical and systematic way through the rest of the project.

Identifying priorities, setting goals and objectives

A gender-blind priority-setting process is not likely to yield a gender-balanced project portfolio. Addressing gender issues in priority setting requires examining which crops and animals, which markets are selected for research and what women's roles and potential benefits from these are. If priority setting processes are done with stakeholders, both men and women should be involved in the process. Projects should define gender responsive goals and objectives. This can be done at two levels: (i) gender as a standalone research objective/research topic (i.e. strategic gender research), or (ii) it is a crosscutting thematic research area in which gender analysis is used to inform and deepen other research themes. Some stand-alone gender objectives include objectives such as: reducing gender disparities in access to resources, livestock assets or markets; increasing collective action by women etc. If gender is a crosscutting area across other research objectives, this should be clearly stated in the objectives or research questions. Gender blind objectives lead to gender blind activities and implementation approaches. Making objectives or research questions gender responsive goes beyond adding such statements as 'including women, or especially women' at the end of the objective. A gender responsive objective could be—increase incomes of men and women from livestock; improve the nutrition of men, women, boys and girls within smallholder households, develop technologies that address men's and women's constraints etc.

Research and development approaches

The R&D research plan should articulate how empirical gender analysis will be undertaken and used for the project design, implementation and M&E. This should be at several levels:

- Involving men and women as farmers, traders or other actor category,
- Integrating gender strategies based on a gender analysis. This may involve strategies targeted at men and women, or targeted at women only. Targeting of women is sometimes necessary to address existing gender imbalances, and
- Involving men and women scientists, development staff in the implementation of the project.

The implementation process should focus on equality in access to technology, inputs, services, and markets as well as on opportunities for participation, leadership, and representation.

Work plan and staffing

The work plan should describe all the activities that will be carried out to deliver on the gender objectives and the gender strategy. It is not enough to have gender responsive goals and objectives if these are not followed by activities to achieve them. In developing the work plan, project teams should ask themselves whether the gender specific activities are sufficient to deliver on the goals and objectives. If the objective is to increase women's access and adoption of a technology, what are the gender specific activities that will make this happen; if it is to increase men's and women's income, what are the specific activities that will lead to women's management of income? Each project/program should have appropriate staffing levels including expertise to implement the gender activities and strategy. These can be new expertise or drawn from the project staff or partners.

Budget

The specific costs allocated to gender activities for staffing, implementation of gender activities, capacity building should be clearly specified and allocated. This ensures that gender is not an add-on activity for which no budget is allocated. In a research for development project at least a minimum of 5% of the budget should be dedicated to gender research, activities and capacity building.

Monitoring and evaluation

Present a plan for a gender-responsive M&E system for strategy level goals, outcomes, outputs and activities as well as thematic research areas and articulates clear plans on how the results of gender responsive M&E will be systematically used for: (1) setting R priorities; (2) design and development of programs and technologies; (3) dissemination and adoption; and (4) impact assessment. All data collected for baseline, monitoring, evaluation and impact assessment should be disaggregated by gender where appropriate. The gender disaggregation should go beyond male and female headed households to reflect disaggregation within households. Analysis and reports should reflect gender specific results.

Gender strategy

The gender strategy should not be done in place of integration within the whole project, but should state the big picture goals and objectives of conducting gender analysis and research and how these contribute to the overall project goals and objectives. Tables 1 and 2 below give examples of gender indicators and tools to integrate gender in livestock projects.

Table 1. Examples of gender disaggregated indicators for livestock projects

Activities	Outputs	Outcomes	Impacts
Men's and women's level of participation in project activities	Men and women's preferences for technologies/services	Adoption rates/use of technologies and services by men and women	Changes in income and equitable share of income among men and women
Implementing specific initiatives to address gender issues in access to resources, information, assets, capacity in livestock sector	Number of staff trained on gender	Market participation by men and women	Contribution of livestock to women's/men's income and subsistence
Funds allocated/disbursed for capacity building training on gender for research and extension staff	Number of extension messages produced/disseminated on gender issues		
Women's level of participation in producers' cooperatives; women's group for collection and marketing	Number of women and service providers		Changes in nutritional status and availability of milk and animal protein by men and women
	Number of women participating in and benefiting from producers' associations and cooperatives		Changes in gender asset disparity
	Changes in marketing network and patterns		

Table 2. Tools for integrating gender within the project cycle

Stages of the project cycle	Potential tools for integrating gender
Problem and context analysis	Secondary data Existing national, regional, local data sets and studies, e.g. national agriculture survey Qualitative approaches that integrate gender analysis frameworks and tools Gender and value chain analysis tools Gender and risk assessment tools Rapid/qualitative appraisals
Setting priorities, identifying goals and objectives	Using secondary data Using existing knowledge of key gender issues related to the context of the research
Research and development	Participatory technology/value chain development Group based approaches Whole household approaches Gender training for staff and communities
Work plan development	Three sets of activities should be distinguished in the work plan Activities where gender is integrated or mainstreamed, e.g. gendered value chain analysis Activities where gender is a strategic approach or research area (research on participation of women in cooperatives) Activities where activities are directed at certain groups of people, e.g. women, female-headed households; youth, e.g. formation of women groups to increase women's participation in marketing activities
Budgeting	Gender responsive budgeting Activity based budgeting
Monitoring and evaluation	Disaggregating all indicators and data collection by gender Having gender specific outputs, outcomes and impacts

Building capacity of staff to integrate gender

Staff and senior managers need be gender aware and to develop the capacity to promote gender equality and equity. Training should include general gender awareness training as well as focus on specific issues such as gender and monitoring and evaluation, gender and value chains etc. The specific training should be systematic, continuous, and adapted to the duties and responsibilities assigned to staff within programs or projects. All staff responsible for developing and implementing projects need skills for effectively integrating and using gender transformative approaches in these projects.

In the case of projects undertaken in the field, traditional training in gender has not been particularly effective in bringing about the required changes in sustainable development and environmental interventions. A learning-by-doing or experiential learning approach has, however, greatly helped program and project staff to incorporate gender issues within the project and program cycle, to distil lessons from the field, and to support bottom-up policy development. Gender awareness related training or activities should target all staff irrespective of their roles or positions within the organizations. A monitoring and evaluation process to assess the effectiveness of gender training should be implemented.

The Human Resources Department will every year allocate resources for at least two staff trainings on gender awareness for staff. Each program will be responsible for allocating funds for specific gender training for staff and project partners. In the proposal development process, specific funds should be allocated to building skills in gender analysis and gender research where those skills do not already exist.

Responsibility and accountability to integrate gender

The integration of gender should be included as one of the criteria for the Total Quality Management (TQM) and approval process for projects before they are submitted to donors. Regular review of projects should include the extent to which the gender activities are being implemented, and the objectives for gender integration are being met. Gender analysis and the collection of gender-disaggregated data should be incorporated in the reporting, monitoring and evaluation of ILRI projects and programs.

The responsibility and accountability for the integrating gender in projects and programs and subsequent implementation will rest with the Theme Directors, Team Leaders and CRP managers and project managers. The onus for or the burden of non-requirement of gender in programs and projects will rest with the directors, team leaders and CRP managers.

Every two years an audit will be done of the extent to which programs have integrated gender in the development and implementation of their research agenda. This will be led by the institute gender advisor. The aim of this audit will be to generate lessons on what is working and what is not working in integrating gender and areas for improvement. The audit will generate a gender scorecard that will be used to rank programs.

4.2 Integrating gender in ILRI's structure and culture

The organizational sphere addresses gender equality and equity in ILRI procedures, staffing, institutional capacity, job responsibilities, staff development and related equal opportunity policies.

There are several key areas related to this.

Securing high-level commitments to gender equality

The Board of Directors of ILRI, the Director General and Senior Management and other top representatives must demonstrate strong leadership on the topic of gender equality in the research programs and in ILRI's organizational culture and policies.

Establish/maintain a senior gender researcher/advisor position

To strengthen ILRI gender-livestock expertise, appoint/maintain a senior gender researcher/advisor at a high level in the organization. The senior gender researcher should be a senior expert with a substantial track record in gender and agriculture/livestock. The senior gender researcher should be the gender focal point for ILRI with respect to gender mainstreaming. The senior gender researcher should be partly funded from core research funds to ensure support to the organization on gender mainstreaming and partly on project funds to ensure sustained interest in gender and livestock research.

Some of the responsibilities of the senior gender advisor would be:

- Awareness raising and supporting training on gender for ILRI and partner staff
- Lead gender analysis of ILRI's work
- Monitor and evaluate the implementation of processes for and outcomes of gender mainstreaming in ILRI
- Provide guidance to scientists and managers on how best to integrate gender in their work, support gender budgeting exercises and promote gender-specific data and procedures within projects/programs
- Ensuring that gender criteria are included in new project proposals and policies
- Lead the generation and dissemination of gender-livestock evidence to partners and stakeholders
- Establish links with other gender researchers, advisors, focal persons in other partner organizations, CGIAR centres and donor agencies.

Form a group of gender focal points that constitute an institute wide gender task force

Each theme/division/region/CRP will assign a person to act as a gender focal point. Gender focal points should be both women and men. The gender focal points should devote a portion of their working time to the promotion of gender equality and equity, provide support to the staff of their division or office, and monitor the execution of the Gender Plan of Action and participate in gender task force meetings to discuss and address institute wide issues, help review policies for gender integration and monitor progress and challenges in integrating gender in their programs/themes/divisions/regions. The gender task force should be staffed with one full time Research Officer that serves as the secretariat, collating and providing resources and tools on gender to the task force, maintaining the gender and agriculture blog and liaising with task force members on technical issues.

Resource allocation

Political commitment to gender equality should translate into adequate resources to support the strategy and the plan of action. Adequate resources should be put in place to support capacity building, task force activities, and other gender mainstreaming activities. The budget should be developed based on a work plan for gender related activities by the senior gender advisor/researcher and the gender task force. A gender-sensitive budget analysis should be carried out for all program/projects. The ILRI Resource Mobilization Unit in collaboration with the senior gender advisor/researcher should develop a fund-raising strategy in order to gather additional extra budgetary resources that will support the promotion of equality and equity.

Increasing the responsibility of all staff for gender mainstreaming through performance contracts and evaluation procedures

The mainstreaming of gender and the implementation of the action plan within ILRI programs/themes/units is not solely the responsibility of the senior gender advisor/researcher. Gender mainstreaming is the responsibility of each and every ILRI staff member and will require widespread commitment. In order to define staff roles in implementing the Plan of Action, this should be included in staff performance contracts and evaluation procedures. This would provide a platform to measure responsibility and accountability for gender mainstreaming. Successful accountability should be accompanied by rewards and incentives. The ILRI management should develop a system of incentives for compliance and sanctions for non-compliance with the gender strategy and the plan of action.

Ensuring gender equality and equity within the management of ILRI human resources

ILRI job advertisements should include ILRI's commitment to gender and diversity while recruitment committees should be gender balanced. Policies should be reviewed to ensure equity. ILRI should adopt work-life balance policies developed by the Gender and Diversity Program to ensure retention of both male and female staff.

ILRI should target a 50% men and women representation in the board, senior management, professional staff and all other staff categories. Every beginning of the year, the Human Resources Director will publish the statistics on gender in staffing for review.

4.3 Generating and disseminating evidence on gender and livestock

This strategic area will focus on generating evidence on gender and livestock and disseminating this information to inform policy and practice. The senior gender researcher will lead research in these areas and link with scientists in other programs, other partners in the CGIAR, NARS, ARIs, NGOs and donors with an interest in gender and livestock.

New research areas of focus and resource mobilization will be discussed by the gender task force and presented to the Management Committee meetings by the senior gender researcher for discussion. The new areas will be identified periodically and based on review of current evidence, CRP needs, and regional and donor priorities among other criteria. Currently prioritized areas based on the CRPs include:

Gender and value chains

This area of research focuses on gender roles in livestock and other value chains at farm and beyond the farm. Under the CRPs it will focus on gender and value chain assessments, developing appropriate tools for analysing gender issues in livestock value chains and applying them in CRP 3.7 countries and identifying the opportunities and constraints to women's economic empowerment through livestock. Action research to test different strategies for involving women and ensuring these value chains benefit them will be undertaken with partners. Results will also be fed into value chain upgrading process to ensure inclusive and equitable value chain development. Current research focuses on impacts of market interventions on gender roles, relations and intra-household decision-making and income management. This will continue to be an important focus within the CRP research. Comparative research across value chains will look at what value chains have the most economic and social benefits to women while addressing their other constraints such as time constraints.

Gender and assets

This research focuses on the role of livestock as an asset for smallholder farmers especially women. The research is around several thematic areas: (i) the impacts of agricultural development programs on reducing gender asset disparities, (ii) the most effective approaches for reducing gender asset disparities, and (iii) action research component building partner capacity and testing strategies with partners for reducing gender asset disparities and for including gender and assets in evaluation and impact assessment practices of the organizations.

Gender, livestock and nutrition and health

This research focuses on the important role of livestock for human (especially child) nutrition and is around several thematic areas: (i) changes in women's management of livestock and livestock income by women with intensification and commercialization and how that influences child nutrition, (ii) women's livestock workload and child care, (iii) differential exposure to animal associated diseases by men and women and how this can be managed, and (iv) effective participation in and impacts of integrated agriculture, nutrition and health programs on women, youth and children. This research will centre on CRP 4.3

Gender and climate change

The research on gender and climate change will focus on: (i) impacts of climate change on women, (ii) effectiveness of adaptation strategies, role and potential of women to contribute to climate change adaptation, (iii) gender and livestock insurance, and (iv) evaluating climate adaptation strategies for gender and equity outcomes. ILRI will link with CRP 7 (Climate Change and Food Security) and other partners working on climate change.

Every two years the gender task force will review and identify new strategic areas for gender research around which to focus resource mobilization. These may as well be opportunistic based on donor requests but in order to keep the gender work focused, they will be reviewed by the management committee. These identified areas will form the basis for resource mobilization.

4.4 Engaging partners in gender mainstreaming, research and dissemination of information

To achieve gender equity and equality in livestock research and development, collaboration between ILRI and other organizations working on livestock and on gender and women's empowerment will be key. In many instances, civil society groups, non-governmental organizations and government departments at country level are in a better position to identify gender-responsive actions that are culturally appropriate. Such partners can also use evidence on gender and livestock from ILRI research programs to inform policy and development action at country or regional level. In countries with active women's advocacy groups or women's and gender studies units in research or educational institutions, partnering with these groups in analytical work or project design will enhance the quality of the work.

ILRI will partner with other CGIAR centres and programs through the CGIAR Research Programs to undertake joint research, share information, knowledge and tools and to enable research across the whole agricultural spectrum including crop and livestock production, value chains and markets, policies and institutions. ILRI will partner with international organizations working on gender such as the International Centre for Research on Women and UN agencies specializing on women (such as UN Women) or with gender programs (such as UNDP) for cross country and cross regional research on gender. ILRI will exploit partnerships with donor countries that have been important for encouraging gender mainstreaming or with interest in funding research, evaluation, analysis, and the development of tools at international, regional and country level. This will include partnerships with country based donors and missions to leveraging contributions to support country specific gender analytical and strategic work.

ILRI will work with key producer associations including women's organizations involved in livestock development.

ILRI will use various information dissemination mechanisms including maintaining a gender and agriculture blog and other relevant web based mechanisms, holding bi-annual conferences on different aspects of gender and livestock with other partners, developing technical papers, policy and practitioner briefs of key results and disseminating this and providing a forum for other organizations to share information and knowledge on gender and agriculture.



Photo credit: ILRI/David White

5 Framework to implement, monitor and evaluate ILRI gender strategy

5.1 Key roles, responsibilities and monitoring of the implementation of the gender strategy

Key area	Activities	Time frames	Who?	Indicators of achievement
Integrating gender in projects and programs	Training for project leaders, team leaders and scientists on integrating gender in the project cycle	Q 1 2012	Gender Coordinator DDG Research	At least 80% of the project leaders, team leaders are trained and a two pager guide is developed for all incoming scientists and project staff
	Developing a process for review of proposals and including gender in the TQM system	Q 1 2012	DDG Research	All proposals in ILRI going through the TQM system have optimal gender integration as per guidelines
	Developing tools and frameworks appropriate for ILRI's and CRP's thematic areas of research (e.g. Gender and M&E, Gender and value chain analysis, Gender and climate change adaptation)	On-going	Gender Coordinator Gender Task Force	All research programs and themes are using gender analysis frameworks for analysis and integration of gender in programs
	Developing and implementing gender disaggregated monitoring and evaluation indicators for use across ILRI and partner projects and programs	On-going	Research Managers (Directors, CRP leaders)	All research programs and themes are using gender M&E indicators for baseline, monitoring, evaluation and impact assessment
Generating and disseminating evidence on gender and livestock	Reviewing current evidence on gender and livestock is done as a basis for gender research at ILRI	Done in 2010 and to be reviewed and updated every three years	Gender Coordinator Gender Task Force	High level publication on the status of gender and livestock
	Identifying key areas for gender and livestock research in line with ILRI research priorities and CGIAR Research Programs	Done in 2009 and to be reviewed and updated every two years	Gender Coordinator Gender Task Force DDG R/MC	Key areas for strategic gender research and identified, teams built and resources mobilized At least two papers every year reporting on strategic gender and livestock research

Key area	Activities	Time frames	Who?	Indicators of achievement
Engaging partners in gender mainstreaming, research and dissemination of information	Developing MOU and making linkages with key partners working on gender and development including UN women, ICRW, gender departments of ministries, universities and national and regional research organizations in countries where ILRI works	2011/2012	Gender Coordinator Gender Task Force	MOUs and collaborative agreements and projects for research and capacity building on gender developed with at least two international organizations working on gender (e.g. ICRW, UN Women), two universities for capacity building (e.g. UoN, Makerere University, Emory University) and two key regional organizations (e.g. ASARECA)
	Convening a gender working group for implementing gender within the CRPs for the purpose of strategic research, knowledge sharing etc. convened and operational across centre (CIAT, World Fish, ICRADA, IFPRI)	By December 2011	DG, DDG Research	
	Developing mechanisms for information sharing amongst gender and livestock stakeholders	Continuous	Gender Coordinator DDG Research	A gender and livestock convening is held every two years A journal/other mechanism is developed for sharing gender and livestock information
				Maintain a gender and agriculture blog
Integrating gender in ILRI's organizational structure and culture	Securing high level commitments to gender equality and gender mainstreaming at ILRI	December 2011	DG, DDG Research CRP leaders	Gender strategy and action plan for ILRI is approved by management and the board and implementation mechanisms set in place
	Establishing a senior gender researcher/advisor position	On-going funded at least 50% under core resources	DG, DDG-Research	
	Establishing/regularizing a gender task force	March 2012	DG	Gender task force is functional, recognized within the institute and meets every quarter
	Strengthening specific gender capacities of ILRI staff	January 2012	Gender Coordinator, Director-HR	At least one training workshop/refresher per year for ILRI staff on gender
	Integrating gender as a criteria for approval of proposals	January 2012	DG, DDG Research	A review process is put in place in the TQM for optimal gender integration
	Resource allocation	From 2012 onwards	DG	At least 5% of ILRI budget is allocated to gender specific research activities and capacity building
	Increasing the responsibility and accountability of staff to gender mainstreaming	March 2012 for all new positions	DG, Director Human Resources	Job descriptions for research staff include responsibilities towards achieving gender equality
	Ensuring gender equality and equity in human resources	On-going	DG, Director-HR	At least 30% with a target of 50% women representation in the board, senior management, and other management bodies and committees of ILRI

5.2 Indicators of success

The following indicators will also be used to evaluate the achievement of the objectives of the ILRI gender strategy.

Objective 1: To promote equality of opportunity and outcomes between women and men in the livestock subsector at local, national, regional, and global levels.

Indicators:

- A narrowing of gender disparities in the adoption of livestock technologies, access to services, information and inputs
- A narrowing of gender disparities in outcomes including nutritional status, asset ownership, and intra-household decision-making
- Improved gender equity in access to and control of benefits from livestock and associated resources and interventions

Objective 2: To increase the quality, efficiency and impacts of ILRI's work in livestock development

Indicators

- The extent to which women are involved in the livestock sector and in ILRI programs in terms of decision-making, production, marketing, or processing is in proportion to their numbers in the sector
- Increased availability of sex disaggregated data for decision-making in livestock for ILRI, other CGIAR centres and partners
- Increased capacity and expertise to develop and implement gender responsive agricultural innovations, especially for smallholders by ILRI staff and partners

Objective 3: To ensure that human equality, equity and rights are respected across gender, that there is good gender representation in ILRI staffing, decision-making positions and there is active and balanced participation by both women and men in ILRI's policies and work

Indicators

- Integration of gender-related indicators in ILRI's performance evaluation and reward systems
- Increased number of women participating in science in ILRI and partner institutions, and advancing to leadership positions (and to exceed 30%)
- The extent to which ILRI policies and programs are gender responsive



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6 Gender checklists

6.1 Example of a general gender checklist

Identification: Assessing gender needs

1. What needs and opportunities exist for increasing women's and men's productivity?
2. How will these affect women's and men's labour, time, workload etc.?
3. You want women and men to have equal access to resources. How can this be done?
4. You want women and men to have more control of resources. How can this be done?
5. Have both men and women been directly consulted in identifying such opportunities?

Planning: Defining general project objectives

1. Are project objectives clearly related to practical and strategic gender needs?
2. Do these objectives adequately reflect gender needs?
3. Have both men and women participated in setting those objectives?
4. Have there been any earlier efforts?
5. How has the present proposal built on earlier activity?

Planning: Identifying possible negative effects

1. Will the project reduce women's and men's equal access to, or control of resources and benefits?
2. Will it badly affect women's and men's situation in some other way?
3. What will be the effects on women and men in the short and longer term, thinking of social, economic and political effects?

Planning: Project impact on women's and men's activities

1. Community activities can be to do with production, reproduction and maintenance, social or political. Which of these does the project affect?
2. Is the planned activity consistent with the way women and men see the activity?
3. If it is planned to change the way women and men carry out an activity—where it is done, payment, technology, kind of activity—is all this feasible? What positive or negative effects will there be on both women and men?
4. If in fact there is no change, is this a missed opportunity for women's and men's roles in the development process?
5. How can the project design be adjusted to increase the positive effects, and reduce or eliminate the negative ones?

Planning: Project impact on women's and men's access and control

1. How will each of the project components affect women's and men's access to and control of the resources and benefits?
2. How will each of the project components affect women's and men's access to and control of the resources and benefits around household and family responsibilities?
3. How will each of the project components affect women's and men's access to and control of the resources and benefits around their social, political and community responsibilities?
4. What arrangements have been made for further exploration of constraints and possible improvements?
5. How can the project design be adjusted to increase both women's and men's access to, and control of resources and benefits?

Implementation: Personnel

1. Are project personnel trained to be aware of and sympathetic towards women's and men's needs?
2. Are personnel used to deliver the goods or services both to women and men?
3. Do personnel have the necessary skills to provide the inputs required by women and men?
4. What training techniques will be used to develop delivery systems?
5. Are there appropriate opportunities for both women and men to participate in project management positions?
6. Is the project manager trained in gender analysis, and does the job description include responsibility for this component?

Implementation: Organizational structure

1. Does the organizational structure provide for access to resources by women and men?
2. Does the organization have adequate power to obtain resources, needed by both men and women, from other organizations?
3. Does the organization have the institutional capability to support and protect both women and men during the change process?

Implementation: Operations and logistics

1. Are the organization's delivery channels accessible to both women and men in terms of personnel, location and timing?
2. Do control procedures exist to ensure dependable delivery of goods and services?
3. Are there mechanisms to ensure that the project resources or benefits are not controlled or taken over by males?

Implementation: Finances

1. Is there funding to ensure program continuity?
2. Is the level of funding enough for the planned tasks?
3. Does the project ensure that males do not get preferential access?
4. Is it possible to trace funds for both women and men, from allocation to delivery, with a fair degree of accuracy?

Implementation: Flexibility

1. Does the project have a monitoring system that allows it to measure the effects of the project on both women and men?
2. Does the organization have enough flexibility to adapt its structure and operations to meet the changing situations of men and women?

Monitoring and evaluation: Data requirements

1. Does the project's monitoring and evaluation system measure clearly the project's effects on both men and women?
2. Are both men and women, from both project and community, involved in selecting what data is needed?
3. Is the monitoring system participatory—did members of the community select some of what is monitored and then collect the data?

Monitoring and evaluation: Data collection and analysis

1. Is the data collected with sufficient frequency so that adjustments can be made during the project?
2. Is the data fed back to the project personnel and to the community in an understandable form and on a timely basis, so that adjustments can be made?
3. Are women involved in the collection and interpretation of data?
4. Is data analysed so as to provide guidance for the design of other projects?
5. Are key areas of gender-related research identified?

6.2 Example of a livestock specific gender checklist

	Identification and preparation	Design and appraisal	Implementation	Completion and evaluation
Socio-economic issues	Gender based roles and activities in livestock production, processing and marketing	Project activities related to gender driven small and large livestock production	Equitable gender balance in beneficiary selection to reflect project-supported livestock activities	Improvement in returns from livestock for all categories of producers
	Gender relations in control over income	Gender input into value-added processing and efficient marketing	Women's participation in decision-making increased	Improvement in men's and women's income from livestock
	Gender specific needs in livestock activities	Gender roles in utilization of animal products	Reduction of women's workloads	Improvement in level of consumption of animal products
	Impact of livestock activities on nutrition and availability of dietary animal protein			
Policy and institutional issues	Gender discrimination, if any, in livestock ownership and inheritance	Initiatives to mitigate gender bias in livestock policies	Policy recommendations on gender equity followed	Men's and women's income from livestock activities increased or at least maintained
	Men's and women's access to livestock support services in extension, healthcare, credit, and insurance	Project support to improve access to extension, production inputs, credit and marketing	Increase in men's and women's use of livestock support services	
	Gender balance in producers' and marketing cooperatives	Emphasis on women's participation in farmers' groups and cooperatives	Improvement in marketing networks for women producers	

	Identification and preparation	Design and appraisal	Implementation	Completion and evaluation
Technology and training	<p>Assessment of specific technology needs of men and women in livestock activities</p> <p>Existing capacity in livestock support services to address gender-based needs</p> <p>Gender balance in the provision of livestock services—para-vets, AI services etc.</p>	<p>Emphasis on applied research on micro livestock</p> <p>Capacity development and training on gender issues in livestock activities for research and extension staff</p> <p>Training of rural women as paramedics, para-vets and service providers</p>	<p>Increase in women's participation and income from livestock</p> <p>Improvement in number of trained women extension workers and para-vets and other service providers in villages</p>	<p>Improved efficiency and sustainability of livestock systems</p>
Specific actions	<p>Carry out initial beneficiary survey to identify potential gender issues</p> <p>Undertake a detailed social and gender analysis</p>	<p>Integrate gender aspects into all the project components in which roles and needs are demonstrated</p> <p>Where necessary, appoint a staff member who is a gender specialist to develop a gender action plan and support implementation</p>	<p>Monitor progress in terms of changing roles by women availing support services, access to markets, credit, and ownership of animals</p>	<p>Impact evaluation should reflect general improvement in health and nutritional status in addition to increase in income for men and women, boys and girls</p>

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